

*Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*

Tim Brown, CEO of IDEO and author of *Change by Design*, introduced its human-centered approach to drive innovation and growth for today's world leading businesses, as well as government, education, healthcare and social sectors. Most interestingly, Brown provided us with a "mind map" of all of the content that are linked together to show the structure of the book. Illustrated on the mind map is the outline of every important piece of content and chapter in *Change by Design*. The book is divided into two parts; the former answers the question "What is Design Thinking?" and the latter answers "Where Do We Go From Here?". The first half of the book consisted of numerous cases that demonstrates Brown's core concepts; The design brief and that all designs are human centered designs. In the latter portion of the book, Brown shifted his focus to larger problems in the world such as the United Nations' Millennium Development Goals to eradicate extreme poverty.

Although Brown provided us with an abundant amount of examples to illustrate his points, I am going to focus mainly on what I thought were interesting as well as what was relevant to my business major for this report. In the earlier part of the book, Brown presented the role of prototyping. Brown quoted David Kelley "fail early to succeed sooner" as a way to describe prototyping as an instrument to design success. "The faster we make our ideas tangible, the sooner we will be able to evaluate them, refine them, and zero in on the best solution". Brown pointed out that prototypes are paradoxical as it slow the process of design thinking early on to speed up the process later. Prototypes are made so that we are able to discover failure point early, saving us time and resources by allowing continuous feedback and improvement without the commitment. In addition, prototyping can be seen as one of the measure of how innovative an organization can be.

Brown brought to light one of design thinker's biggest obstacles, people are reluctant to present new ideas because of the fear of being rejected or that their ideas might fail. IDEO removed this obstacles by adapting a culture that "ask for forgiveness afterwards rather than permission before". In other words, people are rewarded for success but are given the permission to fail by relaxing the rules.

*Change by Design*, has been a fairly easy read as it provided numerous examples of how each idea of design thinking could be applied to almost every field of business. It was also interesting to see how those concepts were placed in practice to real corporations such as Apple, Microsoft, and PepsiCo. Lastly, I found that this book was more insightful to me as a business major since the ideas presented could be carried on to my career in the future.

